



Employee Motivation and Retention through Training and Development

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Abstract

Training is essential because technology is developing continuously at a faster rate. Systems and practices get outdated soon due to new discoveries in technology, including technical, managerial and behavioural aspects. Organizations that do not develop mechanisms to catch up with and use the growing technology soon become stale. However, developing individuals in the organization can contribute to its effectiveness of the organization. A good training sub-system would help greatly in monitoring the directions in which employees should develop in the best interest of the organization. This paper highlights that a good training system also ensures that employees develop in directions congruent with their career plans.

Keywords Nurturing employees, Society for Human Resource Management (SHRM), American Society for Training and Development (ASTD), Orientation Program

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1. INTRODUCTION

Staff training is essential for specific purposes related to business. Organization requires new workers to undertake instruction of overall organizational system. Incorporating training that develops employees toward long-term career goals can also promote greater job satisfaction. A more satisfied employee is likely to stay longer and be more productive while they have team spirit.

Competent employees do not remain competent forever. Skills deteriorate and can become obsolete and new skills need to be learned. That is why organizations spend billions of dollars each year on formal training.

Training is the most important function that directly contributes to the development of human resources. This also happens to be a neglected function in most of the organizations. Recent surveys on the investments made by Indian organizations on training indicate that a large number of organizations do not even spend 0.1 per cent of their budget on training. Many organizations do not even have a training department. If human resources have to be developed, the organization should create conditions in which people acquire new knowledge and skills and develop healthy patterns of behaviour and styles. One of the main mechanisms of achieving this environment is institutional training.

Training is essential because technology is developing continuously and at a fast rate. Systems and practices get outdated soon due to new discoveries in technology, including technical, managerial and behavioural aspects. Organizations that do not develop mechanisms to catch up with and use the growing technology soon become stale. However, developing individuals in the organization can contribute to its effectiveness of the organization.

Such development, however, should be monitored so as to be purposeful. Without proper monitoring, development is likely to increase the frustration of employees if when, once their skills are developed, and expectations raised, they are not given opportunities for the application of such skills. A good training sub-system would help greatly in monitoring the directions in which employees should develop in the best interest of the organization. A good training system also ensures that employees develop in directions congruent with their career plans.

2. BENEFITS OF TRAINING

Despite the initial monetary costs, staff training pays back investment. Here are just some of the reasons to take on development initiatives:

- Training helps business run better. Trained employees will be better equipped to handle customer inquiries, make a sale or use computer systems.
- Training is a recruiting tool. Today's young workers want more than a pay cheque. They are geared toward seeking employment that allows them to learn new skills.
- Training promotes job satisfaction. Nurturing employees to develop more rounded skill sets will help them contribute to the company. The more engaged and involved they are in working for organizational success, the better rewards.
- Training is a retention tool, instilling loyalty and commitment from good workers. Staff looking for the next challenge will be more likely to stay if employer offers ways for them to learn and grow while at your company. Do not give them a reason to move on by letting them

stagnate once they have mastered initial tasks.

- Training adds flexibility and efficiency. Employers can cross-train employees to be capable in more than one aspect of the business. Teach them to be competent in sales, customer service, administration and operations. This will help to keep them interested and will be enormously helpful to you when setting schedules or filling in for absences. Cross-training also fosters team spirit, as employees appreciate the challenges faced by co-workers.
- Training is essential for knowledge transfer. It is very important to share knowledge among staff. If only one person has special skills, employers have a tough time recouping their knowledge if they suddenly leave the company. Spread knowledge around-it is like diversifying investments.
- Training gives seasonal workers a reason to return. Let seasonal employees know there are more ways than one to contribute. Instead of hiring someone new, offer them a chance to learn new skills and benefit from their experience.

3. REVIEW OF RELATED LITERATURE

One key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills. In fact, this opportunity to continue to grow and develop through training and development is one of the most important factors in employee motivation.

There are a couple of secrets about what employees want from training and development opportunities. Training and development opportunities are not just found in external training classes and seminars. These ideas emphasize what employees want in training and development opportunities. They also articulate opportunity to create devoted, growing employees who will benefit both business and themselves through training and development opportunities.

Training and Development for Employee Motivation and Retention March 23, 2009 by Susan M. Heath field

Training and Development Option: Job Content and Responsibilities can impact training and development significantly through the responsibilities in an employee's current job.

- a) Expand the job to include new, higher level responsibilities.
- b) Reassign responsibilities that the employee does not like or that are routine.
- c) Provide more authority for the employee to self-manage and make decisions.
- d) Invite the employee to contribute to more important, department or company-wide decisions and planning.
- e) Provide more access to important and desirable meetings.
- f) Provide more information by including the employee on specific mailing lists, in company briefings, and in confidence.
- g) Provide more opportunity to establish goals, priorities, and measurements.
- h) Assign reporting staff members to his or her leadership or supervision.
- i) Assign the employee to head up projects or teams.
- j) Enable the employee to spend more time with his or her boss.
- k) Provide the opportunity for the employee to cross-train in other roles and responsibilities.

4. TRAINING AND DEVELOPMENT OPTION

The following ways and means can be adopted for Formal Training and Development

- a) Enable the employee to attend an external seminar.
- b) Enable the employee to attend an internally offered training session.
- c) Perform all of the activities listed before, during, and after a training session to ensure that the learning is transferred to the employee's job.
- d) Ask the employee to train other employees with the information learned at a seminar or training session.
- e) Purchase business books for the employee. Sponsor a book club or offer the time at a department meeting to discuss the information or present the information learned to others.
- f) Offer commonly-needed training and information on an Intranet, an internal company website.
- g) Pay for the employee to take online classes and identify low or no cost online training.
- h) Provide a flexible schedule so the employee can take time to attend university, college, or other formal educational sessions.
- i) Provide tuition assistance to encourage the employee's pursuit of additional education.

We provided several motivation and retention "secrets" relative to employee training and development. These are key factors in multiplying the value of the training and development you provide.

- a) Allow employees to pursue training and development in directions they choose, not just in company-assigned and needed directions.
- b) Have your company support learning, in general, and not just in support of knowledge needed for the employee's current or next anticipated job. Recognize that the key factor is keeping the employee interested, attending, and engaged.

The development of a life-long engaged learner is a positive factor for organization no matter how long the employee chooses to stay in employment. Use these training and development activities to ensure that you optimize the employee's motivation and potential retention.

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5. HYPOTHESIS OF RESEARCH STUDY

First -Null Hypothesis-Ho. Training & development programs will not yield tangible results to minimize attrition.

First -Alternative Hypothesis - H1. Training & development programs will yield tangible results to minimize attrition.

Second - Null Hypothesis - Ho. If Companies follow well planned strategy of training & development then employee will not be motivated to retain in the same organization.

Second -Alternative Hypothesis - H2. If Companies follow well planned strategy of training & development then employee will be motivated to retain in the same organization.

Third -Null Hypothesis-Ho- Employees training is not effective to increase in productivity in comparison to structured training modules.

Third -Alternative Hypothesis - H3. Employees' training is more effective to increase in productivity in comparison to structured training modules.

Fourth - Null Hypothesis - Ho. There is no relation of employee productivity and motivation level of employees.

Fourth - Alternative Hypothesis - H4. There is positive relation of employee productivity and motivation level of employees.

Fifth Null Hypothesis - Ho. There is no relation between Training enhances employee productivity & Motivated to retain employees.

Fifth Alternative Hypothesis - H5. There is positive relation between Training enhances employee productivity & Motivated to retain employees.

Sixth- Null Hypothesis-Ho -The training methods if designed in context of employees' socio-cultural background not prove to be more effective & impact oriented.

Sixth -Alternative Hypothesis - H4. The training methods if designed in context of employees' socio-cultural background prove to be more effective & impact oriented.

6. OBJECTIVES OF RESEARCH STUDY

- To analyze how to build a more robust training process that provides employee motivation & retention advantages within an organization.
- To evaluate how well is organization's training process working.
- To analyze the biggest challenges in organization's training & development program.
- To provide suggestions to overcome the negative consequences of Non-worthy training program.
- To make recommendations to the HRD Departments for training modules & training methods in view of analysis of training process through the present study.
- To create visualization about many possibilities & ways to develop training & development to motivate the employees.

7. RESEARCH METHODOLOGY ADOPTED FOR THE STUDY

The research methodology is based on Survey & Research design will be Exploratory. The proposed research work will be done on the basis of primary & secondary data.

This study focuses on research methodology and associated tools of research adopted to conduct the present study. The purpose is to get an overview of the research and see how the secondary data can be compared with the primary data, and also how they can be compared with each other.

- 1) Problem definition: **Employee Motivation and Retention through Training and Development**
- 2) Research design -**Exploratory**
- 3) Research method- **Survey**
- 4) Data collection- **Through primary and secondary data**
- 5) Sampling method- **Random Sampling**
- 6) Sample Size-**600**

- 7) Data collection Tool-**Questionnaire**
- 8) Scale for using interpretation of Data- **Likert 5 point Scale**
- 9) Statistical Tool for Data Analysis -**Reliability, validity, Factor Analysis,, T test paired sample, Kruskal -Wallis H test & Bivariate Pearson Correlation.**
10. Software for Data Analysis- **SPSS-WIN ver. 21.0**

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	Planning & Retention Management Strategies	268	.758	.000
Pair 2	Guidance & Retention Management Strategies	231	.809	.000
Pair 3	Interpretation & Retention Management Strategies	259	.783	.000
Pair 4	Evaluation & Retention Management Strategies	257	.722	.000

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	Training enhances employee productivity & Motivational Level	235	.473	.000
Pair 2	Training enhances employee productivity & Motivated to retain	213	.490	.000
Pair 3	Training enhances employee productivity & Socio Cultural Background	217	.161	.018

In view of findings of the research study, it can be concluded that **Training and Development initiatives have positive impact in relation to Employee Motivation and their Retention** in Indian context.

8. IN MANAGEMENT OPINION

1. Training & development programs will yield tangible results to minimize attrition.
2. If Companies follow well planned strategy of training & development then employee will be motivated to retain in the same organization.
3. Employees' training is more effective to increase in productivity in comparison to structured training modules.
4. It has been established through findings that significant difference does not exist in respect of training programs, Retention Management Strategies, Employee Productivity despite the type of age groups.
5. It has been established through findings that significant difference exists across various organizations. i.e. companies, voluntary organizations and other government organizations in

respect of training program, retention management strategies and training enhances employee productivity.

6. It has also been evident that training program, retention management strategies and training enhancing employee productivity has no direct correlation with the duration of working experience.
7. The study has indicated about absence of positive correlation among training program, retention management strategies and employee productivity and preferences related to Career plan, flexible timings, and improvement in positions.
8. Another major finding of the research study brings out the fact that significant differences do not exist in respect of training program, retention management strategies and employee productivity of how often employees undergoing training programs.
9. The respondents were significantly different in respect of the following factors such as training program, retention management strategies and employee productivity in respect of orientation program for new employees.
10. On the other hand the research study reveals that there are significant differences exist in training program, retention management strategies and employee productivity with reference to Formal or Non formal training.

9. IN EMPLOYEE'S VIEWS

1. There is positive relation of employee productivity and motivation level of employees.
2. There is positive relation between Training enhances employee productivity & Motivation in retention of employees.
3. The training methods if designed in context of employees' socio-cultural background prove to be more effective & impact oriented.
4. A major finding of the study stipulates the fact that age groups of employees has variations in terms of its correlation and impact on motivational level, motivated to retain employees, socio cultural background.
5. The impact of effectiveness of Training is different among employees across organizations in the voluntary organization, companies, and govt. organizations hence no uniformity of level of motivational level, motivation for retention of employees, socio cultural background.
6. The study has highlighted that there are significant differences exist related to motivational level, motivated to retain employees, socio cultural background of how often employees undergoing training programs.
7. It may be noted that Enhancement in productivity among orientation program of new employees in various organizations is significantly different and depends on various other factors such as level of motivation for retention of employees, socio cultural background.

10. FUTURE SCOPE

Employee retention issues are emerging as the most critical workforce management challenges of the immediate future. Researcher has shown that in the future, successful organizations will be those which adapt their organizational behavior to the realities of the current work environment where longevity and success depend upon innovation, creativity and flexibility. In fact, the dynamics of the work environment will have to reflect a diverse population comprised of

individuals whose motivations, beliefs and value structures differ vastly from the past and from one another.

There are other determinants of employee productivity which are not focused in this research. Due to time constraints, and small sample size the generalization of results can be challenged.

11. LIMITATIONS OF STUDY

The present research study has some inbuilt limitations & constraints which shadow on the efficiency of the same & to some extent deviate it from its main line of thought. Though no stone has been left unturned & no effort was being spared to make the study accurate & relevant to the objectives, yet there are some limitations & general problems, which are not worthy to make the study meaningful.

1. The first and the foremost limitation is that the sample size of 600 respondents does not represent the universe fully.
2. Sometimes the respondents do not give exact information due to some personal reasons.
3. Through every caution in forming questionnaire and in conducting, the study was taken but to human nature, the possibility of biases in the questionnaire can't be ruled out.
4. Some time concerned respondents are not available at the time of survey.
5. Many respondents may give biased answers.

12. RECOMMENDATIONS

The present study explores that training is main factor of retention management strategies in organizations. The following recommendations are made based on the findings of this study:

1. The training should be compartmentalized to a single group or department. The facility involved in this experiment must create transfers among workers between shifts and departments on a very frequent yet unpredictable schedule. The maintenance of the integrity of the training program design would have had less of an impact on the operations of the facility if the experiment had been confined to a single department.
2. A follow-up study should be conducted to determine if there is a relationship between non-management employees receiving leadership training and promotion to management.
3. The assessments should be used to help develop a 360 degree feedback system for supervisors and hourly employees. Newly employed supervisors should attend this training program and be integrated with non-management employees.
4. This training program should be extended to other areas of this facility and other locations within the corporation. New manufacturing programs should be introduced simultaneously with communications, diversity, and work teams training.
5. The successful organization of the future would be those that rapidly accept change. Those that are empowered and believe in the change will accelerate the acceptance of change. Further research is recommended on how non-management employees, who receive leadership training, influence the new culture established through the merger of several companies.

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